

LAKE FOREST LIBRARY BOARD OF TRUSTEES
360 East Deerpath Road, Lake Forest, IL 60045
Tuesday, January 12, 2021, 7:30 p.m.
Regular Meeting by Remote Access (Virtual)

The Library Trustees will be remotely attending this regularly scheduled Board of Trustees meeting by electronic means, in compliance with Governor's Executive Order 2020-07, issued on March 16, 2020, that suspended certain Open Meetings Act provisions relating to in-person attendance by members of a public body. Specifically, the Governor's Order: (1) suspends the requirement in Section 2.01 that "members of a public body must be physically present:" and (2) suspends the limitations in Section 7 on when remote participation is allowed. This Executive Order is effective the duration of the Gubernatorial Disaster proclamation. The Library provides members of the public with an opportunity to participate in the meeting.

Members of the public can participate remotely in the meeting via Microsoft Teams by clicking the following link: [Join Microsoft Teams Meeting](#). Or by calling: +1 872-240-4516. Conference ID: 162 243 436#.

Alternatively, members of the public may email comments to Catherine Lemmer, Library Director, at clemmer@lakeforestlibrary.org, before noon on the date of the meeting and the comments will be read into the meeting minutes. The minutes of the meeting will be available on the Library's website after they are approved at the next meeting of the Library Board of Trustees. Current and past meeting information is available at: www.lakeforestlibrary.org/board-meetings.

Agenda

1. Call Meeting to Order.
2. President's Remarks:

This meeting of the Lake Forest Library Board is being held as a virtual meeting because the Illinois Governor has declared the COVID-19 pandemic a disaster and it is not practical or prudent for in-person meetings. The Library Director is on-site at the Library for this meeting and may be reached by calling 847.810.4602. This meeting is being recorded and the recording will be posted on the Library's website.
3. Board of Trustees Roll Call/Confirmation that can hear the discussion.
4. Opportunity for the Public to Address the Board and Correspondence.
5. Call for Additions to the Agenda

6. Consent Agenda (omnibus vote on the following items following presentation on Item 6(d))
 - a. Approval of the Agenda
 - b. Approval of the December 8, 2020 Meeting Minutes
 - c. Discussion and approval of December 2020 Financial Report
 - d. Discussion and approval of Reference Services Policy, Home Bound Service Policy, and Collection Management Policy
7. Technology Report, Ed Finn, Head of Operations
8. Director Report
9. Unfinished Business
10. New Business
11. Adjournment

Upcoming Meetings:

Board Workshop, January 21, 2021, 6:00 p.m.

Regular Board Meeting, February 9, 2021, 7:30 p.m.

Special meetings may be called at any time with proper notice pursuant to the Library's bylaws.

Individuals with disabilities who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meetings or the facilities are requested to contact the Library Director at 847.810.4602 promptly to allow the Library to make reasonable accommodations.

PUBLIC COMMENT AT BOARD MEETINGS POLICY

The Illinois Open Meetings Act provides in Section 2.06 that at meetings of public bodies, “any person shall be permitted an opportunity to address public officials under the rules established and recorded by the public body.” 5 ILCS 120/2.06(g).

The Board of Trustees welcomes public participation. This policy provides the following rules and guidelines for public participation at its meetings.

Individuals attending board meetings must conduct themselves with respect and civility toward others. Abusive, profane, threatening, or harassing language and/or personal attacks will not be permitted. The Board President or presiding officer may prohibit further comment at the meeting by a speaker whose remarks violate this rule.

Public comments are permitted during the time designated on the Board of Trustees meeting agenda, unless otherwise directed by the Board President.

The Board President determines the order in which speakers will be recognized.

When recognized by the Board President, the speaker should begin by stating his or her name and address.

Public comments will ordinarily be limited to three (3) minutes per speaker. The Board President shall have discretion to modify this time limit, as well as to limit repetitive comments.

Members of the public will not be allowed to speak a second time until all members of the public who wish to speak have been allowed to do so. The Board President will determine whether second public comments will be permitted, and if so, the appropriate amount of time for public discussion, and will end public comment at his/her discretion.

Board members are not obligated to respond to comments from the public. Issues requiring possible action by the board may be added to a future meeting agenda, and issues that can be addressed by library administration will be noted.

A copy of these guidelines will be placed next to the sign-in sheet made available to members of the public at the entrance to board meetings.

Petitions or written correspondence directed to the board shall be presented to the board by the Board President or Secretary at the next regularly scheduled board meeting.



Minutes are a summary of the board's discussion and actions. Speaker requests to append written statements or correspondence to the minutes are not favored. Generally, written materials presented to the board will be included in the library's files rather than in the minutes. The Board President shall have the authority to determine procedural matters regarding public participation not otherwise defined in these guidelines.

(Approved January 9, 2018.)

INSPIRATION ♦ IDEAS ♦ COMMUNITY

January 2021 Board Meeting – December 2020 Public Correspondence

Patron Comments/Suggestions: Comments are transcribed from the “How are we doing? Share your comments, suggestions, compliments, or complaints” cards in the foyer of the Library. Comments also come via phone, email, and U.S. post. This does not include program evaluation comments.

Suggestion Box - none

Comments from the Library Capital Improvement Project Webpage

- During December, one resident signed up to receive updates on the Capital Improvement Project.
- Comment from Linda Remensnyder. Please revamp the current architectural plan for the library addition to be more in keeping with the original architect's vision. THIS IS TOO CONTEMPORARY and NOT CONGRUENT with the historic structure. (Response sent.)

USPS

December 11, 2020

Thank you for hosting the Great Books Club! It has changed my life! Leda Levin, Lake Bluff, Illinois. (Enclosed a donation.)

December 28, 2020

Dear Lake Forest Library,

Throughout this unbelievable year, books have helped me get through it. Books have been escapism, and the characters have reduced the sense of isolation. I have read far more this year than I have in previous years, 59 books! Borrowing audiobooks has been my primary way of using the library during the pandemic. E-books and print books also have been wonderful. In recognition of how much the library has helped me, enclosed is a donation that I would like to be used to acquire print books or to add to the digital collection. The enclosed check of \$118 is double the number of books I've read this year. Thank you for being a wonderful resource!

Lisa Burton Radzely

December 28, 2020

Please accept our donation to the Friends of Lake Forest Library. We have two elementary school-aged sons and we really love our library! We really appreciate the children's programs throughout the year, the helpful and friendly librarians, and the wonderful space.

Jake Hsu and Patty Oey

Email

January 4, 2021

Patron's comment in response to Lorie Rohrer, Head of Youth Services, selecting books for her children. "Miss Lorie to the rescue! Just picked them up- thank you!! Beth"

Lake Forest Library Board of Trustees
360 E Deerpath Road, Lake Forest, IL 60045
Regular Meeting (Remote Access) Minutes
7:30 p.m. December 8, 2020

CALL TO ORDER

President Wendy Darling called the meeting to order at 7:30 p.m. with the following statement:

This meeting of the Lake Forest Library Board is being held as a virtual meeting because the Illinois Governor has declared the COVID-19 pandemic a disaster and it is not practical or prudent for in-person meetings. The Library Director is on-site at the Library for this meeting and may be reached by calling 847.810.4602. This meeting is being recorded and the recording posted on the Library website.

ROLL CALL/CONFIRMATION OF ABILITY TO HEAR PROCEEDINGS

Trustees Present: Germaine Arnson, Bryan Bertola, Wendy Darling, JoAnn Desmond, Elizabeth Grob, John F. Johnson, Andrea Lemke, David Rose, and Carrie Travers. All yeas. 9 trustees in attendance, a quorum was present.

Staff Present: Catherine Lemmer, Library Director; Ed Finn, Head of Operations

OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD AND CORRESPONDENCE

No request to address the board.

ADDITIONS TO THE AGENDA

None

CONSENT AGENDA

- A. Approval of the Agenda
- B. Approval of the November 10, 2020 Meeting Minutes
- C. Approval of the November 2020 Financial Report
- D. Approval of January 21, 6:00 pm as date and time of Library Trustee Workshop

Director Lemmer presented the November 2020 Financial Report. She shared the status of tax revenue to date and explained that Lake County is still in collection mode, which accounts for receipt of only 96% of the levy thus far. She relayed the County's opinion that another 2 or 3% of tax extension should eventually be received from this tax cycle. In these uncertain circumstances, Ms. Lemmer explained that the Library's expenses are being managed conservatively.

At the Workshop on January 21, Ms. Lemmer indicated that Trustees would discuss the Strategic Plan 2020-2023, proposed technology updates, annual policy updates, and enhanced services for the west side.

After discussion, Trustee Johnson made a motion, and Trustee Grob seconded to approve the items on the Consent Agenda as presented. 9 yeas, motion carried with a roll call vote.

DISCUSSION OF ILLINOIS LIBRARY STANDARDS IN SUPPORT OF 2021 CAPITAL GRANT REQUIREMENTS AND AUTHORIZATION TO FILE GRANT APPLICATION

As a follow up to the November Board meeting where the first eight chapters were discussed, Director Lemmer reviewed the final chapters 9 through 13 of the *Standards for Illinois Public Libraries; Serving Our Public 4.0* and described how Lake Forest Library met and exceeded every standard, with the exception of accessibility, which continues to be a challenge given the building's physical constraints. Ms. Lemmer identified how the Library was meeting each of these core standards: Reference and Reader's Advisory Services; Programming; Youth/Young Adult Services; Technology; and Marketing, Promotion and Collaboration. She gave high praise to the staff who are never complacent and always innovating, refining and thinking about how to take things to the next level.

Trustee Rose inquired about technology and the possibility of utilizing an app with a catalog, like the one Deerfield Public Library is using. Director Lemmer indicated that the last time she inquired about building or using an app, the cost was around \$25,000 but that it was a good time to revisit the matter. She will inquire with the CCS consortium to determine if other libraries would be willing to collaborate to share this expense and report back to the Board.

With approval of the Trustees, the 2021 Per Capita Grant Application will be filed by December 15, 2020. The Library's past awards were just over \$24,000.

Trustee Arnson made a motion, and Trustee Rose seconded to authorize the Library Director to submit the 2021 Per Capita Grant Application. 9 yeas, motion carried with a roll call vote.

FACILITIES AND TECHNOLOGY REPORT (ED FINN, HEAD OF OPERATIONS)

Mr. Finn highlighted a few of the activities taking place in the Library. He indicated that the dome wrap work was well done and on budget by Country Living Construction and provided photos of the completed project. Mr. Finn shared that the lobby was reconfigured for pick up only and the Facilities team is looking at ways to reduce the possibility of a slip/fall in the courtyards when the weather gets icy. In the area of technology, he explained that they were looking at a number of enhancements, including fiber internet, and setting up remote printing.

LIBRARY DIRECTOR REPORT

Director Lemmer discussed some successful program highlights and the positive performance measures. She shared that the Library received a \$10,000 gift from the Buchanan Family Foundation to use where the need is greatest. Ms. Lemmer also reported that the Library submitted a \$42,000 grant request to the Friends of the Library for FY2022 to support

Lake Forest Library Board of Trustees
Regular Meeting (Remote Access) Minutes
December 8, 2020

programming and other specialty projects the Friends regularly fund. She explained that the grant request was kept low because they did not have a 2020 book sale and due to the upcoming capital project. The Library will seek other grant resources to fully fund programming in FY2022. She explained the Friends participation in the Community Pop-up Store at the east train station and that they would accept donations there on December 22. Donated books would be stored in the Library's parking lot pod while under a period of quarantine.

Director Lemmer discussed the Community Engagement Strategy to provide opportunities for all stakeholders to learn about the capital project and provide input. Mr. Finn described how technology would be used to manage feedback and information sharing. They both shared the importance of providing options for all voices in the community to be heard and responded to suggestions and questions by Trustees.

UNFINISHED BUSINESS

No unfinished business.

NEW BUSINESS

No new business.

ADJOURNMENT

Trustee Travis made a motion, seconded by Trustee Lemke, to adjourn the meeting at 8:24 p.m. 9 years, motion carried.

Upcoming Meetings:

Regular Board Meeting: January 12, 2021 7:30 p.m., Remote Access

Board Workshop: January 21, 2021 6:00 p.m., Remote Access

JoAnn Desmond, Secretary

Minutes approved by the Board on January 12, 2021.

Lake Forest Library
Year-to-Date Monthly Financial Report
December 2020
Unaudited Month 8

FY2021

REVENUES	Current Month Actual	Year to Date Actual	Year to Date Budget	Annual Budget	(Over)/Under Variance	% of Annual Budget
Unassigned Funds on Hand	\$1,895,491	\$1,895,491	\$1,895,491	\$1,895,491		
Tax Based (Levy, SSN, IMRF)	\$75,078	\$4,082,678	\$3,899,076	\$4,253,537	\$183,602	95.98%
Non Tax Based	\$51,927	\$145,102	\$64,800	\$97,200	\$80,302	149.28%
Gifts (includes Friends)	\$500	\$107,407	\$70,000	\$84,000	\$37,407	127.87%
TOTAL REVENUES	\$127,505	\$4,335,187	\$4,033,876	\$4,434,737	\$301,311	97.76%
TOTAL FUNDS ON HAND	\$2,022,996	\$6,230,678	\$5,929,367	\$6,330,228	\$301,310	
EXPENDITURES						
Salaries & Wages	\$111,265	\$988,632	\$1,246,490	\$1,800,486	\$257,858	54.91%
Fringes	\$29,225	\$227,864	\$349,656	\$466,208	\$121,792	48.88%
SSN	\$8,249	\$73,599	\$116,249	\$154,998	\$42,650	47.48%
IMRF	\$11,748	\$101,562	\$150,085	\$200,113	\$48,523	50.75%
Materials (print, AV, tech, e-res)	\$36,046	\$366,648	\$429,333	\$644,000	\$62,685	56.93%
Other Operating Expenses	\$47,713	\$468,587	\$526,869	\$790,303	\$58,281	59.29%
Building Maintenance	\$326	\$127,775	\$160,000	\$240,000	\$32,225	53.24%
Sub Total	\$244,571	\$2,354,667	\$2,978,682	\$4,296,108	\$624,015	54.81%
Capital	\$49,390	\$74,544	\$90,000	\$135,000	\$15,456	55.22%
TOTAL	\$293,962	\$2,429,211	\$3,068,682	\$4,431,108	\$639,471	54.82%
BALANCE		\$3,801,467	\$2,860,685	\$1,899,120		
RESERVES						
Capital Improvements	\$2,800,000					
Technology Improvements	\$300,000					
Capital Equipment	\$300,000					
	\$3,400,000					

**Lake Forest Library
December 2020 (Month 8) FY2021
Financial Notes**

Revenues

Funds on Hand: \$1,895,491 (unrestricted/unaudited).

Tax-Based: \$4,082,678 payments typically received in June and September. \$170,859 in tax revenues are still outstanding. Currently at 96% of FY budget. Budget reflects a \$64,247 as a potential reserve for loss tax revenue.

Non-Tax-Based: \$90,152 non-tax revenues; includes \$20,851 replacement of personal property tax payment, \$24,219 per capita grant; \$13,258 impact fees, and \$17,094 investment income, and other income streams. Investment income is underperforming last year. Small lines for Library generated income such as copying and other fees are down. The FEMA reimbursement of \$50,624 is included in this revenue line. Overall non-tax- based income at 98% of FY budget.

Gifts: \$107,507; Includes Friends FY2021 grant of \$74,000. 128% of FY budget.

Expenditures

Salaries, Fringes: \$988,632 for salaries: 55% of FY budget; \$227,864 for fringes: 49% of FY budget. \$73,599 for SSN: 48% of FY budget; \$101,562 for IMRF: 51% of FY budget.

Materials: Books, AV, and Electronic Services: \$366,648: 57% of FY budget. Annual payments for periodical and database subscriptions paid. Print materials on back order are now starting to be delivered.

Other Operating Expenditures: \$468,587: 59% of FY budget. Includes \$16,759 in administrative fee to City of Lake Forest, \$7,205 audit fees, and \$210,397 for special projects. All expenses are being monitored and reduced where possible.

Building Maintenance: \$127,775: 53% of FY budget. Reflects cleaning service contract, service calls and repairs for HVAC, elevator, and other systems; and annual liability and casualty insurance premiums. COVID-19 expenses such as additional cleaning services and PPE impact reflected.

Capital: \$74,544, 55% of FY budget. Payment of the work on switch gear approved in February and delayed due to COVID-19 and roof tarping in December.

Reserves

\$1,895,491 - Operating cash reserve (fund balance-unassigned). The Library's reserves are currently \$3,400,000: capital equipment (\$300,000), capital improvements (\$2,800,000), and technology (\$300,000).

Year to Date FY2021: 55% of budget expenses; 98% budget revenues.

January 12, 2021 Board Meeting
Update on the tax revenue situation.

There has been no change in collected revenue since December Board meeting.

Lake County is allowing property taxes to be paid in four rather than just two payments this year. As a result, we are still in collections and anticipate at least two more distributions, one in the second week of January 2021 and a final distribution at the end of February 2021. The tax sale will not be held until February 15, there is still some tax revenue that needs to be collected.

Countywide, depending on the taxing district, about 95-96% of the total extension has already collected and distributed to the taxing entities. Lake County estimates that the remaining collections plus the tax sale in February 2021 will bring that number up to 98-99%. It is likely that revenues will be done some from last year, but at this point most of the shortfall is because we are still in open collections.

In FY2020, the tax revenue shortfall was \$30,162.

	FY2020	FY2021
September	95.34%	74.85%
October	97.06%	90.26%
November	94.98%	94.22%
December	98.31%	95.92%
January	98.35%	95.98%
February	99.17%	
March	99.18%	
April	99.29%	

	Budget	YTD	% in	Balance Due
CURRENT LEVY - PROP TAX	4,014,857	3,854,936	96%	159,920
IMRF	119,340	113,870	95%	5,469
SOCIAL SECURITY	119,340	113,870	95%	5,469
Total	\$4,253,537	\$4,082,678	96%	\$170,858
Estimate 97%	\$ 4,125,930			
Estimate 97% shortfall	\$127,606			

Agenda Item 6(d)

Discussion and Approval of Reference Services Policy, Home Bound Delivery Service Policy, and Collection Management Policy

Requested Action: Approval of the Reference Services Policy, Home Bound Delivery Service Policy, and Collection Management Policy

As the Library worked through the review of *Serving our Public 4.0: Standards for Illinois Public Libraries*, we identified both a need for new policies and a need to update existing policies. These three policies, Reference Services, Home Bound Delivery, and Collection Management, were updated at the same time because the topics covered are related.

The Reference Services Policy sets out the Library's commitment to this important work. The Policy identifies the standard specific subsets of the service: reference, historical research, interlibrary loan, and advisory services. The policy also sets out the limits of the service, to protect the Library from liability for rendering professional accounting, tax, legal, and medical advice.

The Home Bound Delivery Service Policy is new although the Library has been engaging in this service for a number of years.

The Collection Management Policy has been updated to address new formats and new statements from the American Library Association. It also updates the "request for reconsideration."

As we review existing policies and/or develop new policies, the goal is to document the Library's goals and expectations. We are also removing procedures from policy documents to avoid having to approve amendments to policies when operating procedures change.

Reference Services Policy

Lake Forest Library patron services covered under this Reference Policy include reference services, historical research, reader services, and interlibrary loan services.

Reference service and materials are available to all persons regardless of the race, sex, creed, color, national origin, citizenship status, marital status, sexual orientation, gender, gender identity/expression, physical appearance, physical or mental ability, socioeconomic level, education level, and any other legally protected characteristics of the patron. Adult and Youth staff are required to pursue continuing education opportunities which will enable them to better meet the reference needs of the Library's patrons.

Reference service and materials are available during all hours the Library is open and are provided in response to all forms of inquiry including but not limited to patrons in the Library, the telephone, email, and other digital platforms. Reference does not include editorial, typing, tutoring, or document translation services.

Staff will set reasonable limits on the amount of time and level of response given to patron requests for information in order to ensure equal and fair access to library services for all patrons. Patrons may not request to work exclusively with a particular staff member.

All requests are treated confidentially and courteously, and without regard to age, race, sex, social, or economic status of the patron. Names of patrons and the transactions which occur between patrons and the staff are confidential and not discussed outside a professional context.

In the instance of legal, medical, finance, investment, or tax reference questions, the staff may only guide the patron to the material available on the topic of interest. The staff may not evaluate or interpret the information provided nor may the staff define the meaning of terms, offer investment advice, select income tax forms, or serve as a surrogate for a professional in any of the fields listed above. If all materials within the Library are beyond the understanding of the patron, the patron will be advised to consult with their professional from the above listed fields for additional information or advice.

Library staff will not engage in conversation or debate of a personal nature, including, but not limited to, religion, political position, or personal lives.

When offering help with technology, staff will offer basic help on devices and software applications but are not responsible for any changes made to the devices.

Historical Research Services

The Lake Forest Library provides local historical research services, including provision of copies from Community Cornerstone database and other Lake Forest historical resources. The fee schedule (updated annually) and other information on hourly research fees, postage or delivery costs, and copying costs will be provided at the time of the request. Fees are collected in advance of the service.

Advisory Services

The Lake Forest Library provides advisory services on reading and viewing materials. The Library's Readers Advisory Service promotes recreational enjoyment of books and authors of all genres and formats by providing patrons with personalized consultation, suggestions, and assistance in locating and choosing materials. Each patron's reading tastes will be taken seriously and without judgment.

The Library's Viewer Advisory Service assists patrons in locating and choosing movies, documentaries, and films to fit their interests and needs. These services are also provided as part of the Library's Homebound Service.

Interlibrary Loan

This policy covers interlibrary loan activity outside of the agreements and policies established by the Lake Forest Library's membership in the CCS (Cooperative Computer Service) consortium. Interlibrary loan is the process by which a library requests material from, or supplies materials to, another library. Through interlibrary loan, patrons may request materials from other libraries in Illinois and from other libraries that participate in OCLC (Online Computer Library Center). The Library facilitates and manages these requests.

Lending libraries determine the cost of lost or damaged items, and these costs are paid by the patron. Additional fees charged by lending libraries for microform borrowing, photocopying, and/or other fees are passed along to the Lake Forest Library patrons, with their prior approval.

Libraries may refuse to borrow items that are rare or valuable, and whose replacement value would exceed a reasonable amount. Loan periods are determined by the lending library. Interlibrary Loan service is not intended to supply textbooks or materials required for coursework or other long term exclusive use.

The requested materials are sent to the Lake Forest Library, where the patron may check the items out (or use them in the Library, if so stipulated by the owning library).

Interlibrary loan is a service reserved for Lake Forest Library cardholders in good standing. The Lake Forest Library affirms that interlibrary loan is an adjunct to, not a substitute for, the Library's collection. The Library exhausts local resources first, including its own collection, the CCS consortium collection, and those of libraries in the Reaching Across Illinois Library System (RAILS), before requesting items from libraries out of the system.

The Library endorses the Illinet Interlibrary Loan Code and the American Library Association Interlibrary Loan Code for the United States. The Library complies with Copyright Law (17 U.S.C.) and its accompanying guidelines.

Standards for Illinois Public Libraries

Adult and Youth services staff are required to pursue continuing education opportunities which will enable them to better meet the reference and advisory services needs of the Library's patrons. Adult and Youth Reference and Advisory Services are evaluated annually.

Adopted by the Library Board on _____, incorporating "Fee Schedule for Non-Resident Requests for Reference & Historic Materials."

Current Policy below.

FEE SCHEDULE FOR NON-RESIDENT REQUESTS FOR REFERENCE & HISTORIC MATERIALS

Photocopying Services:

Photocopying of items from Community Cornerstones database and non-circulating books (locked cases): \$1.00/ sheet plus mailing charges: \$5.00 minimum

Photocopying of obituaries, birth announcements, weddings, etc. from Lake Forester

- date supplied: \$10.00 minimum, found or not
- no date supplied: if searching is extensive, up to ½ hour search cost is \$50.00
- plus mailing charges

Search Services:

Librarian searches- names, etc.

- up to ½ hour search cost is \$50.00
- copying - \$1.00/sheet, plus mailing charges: \$5.00 minimum

Fees (not including copying and mailing charges) may be waived for non-profit organizations.

Service fee collected in advance of search.

(Approved April 14, 1992; revised February 9, 1999.)

Homebound Service Policy

Homebound Service provides library services to individuals of any age who are unable to physically come to the library. "Homebound" is defined as being generally confined to one's residence either temporarily due to illness or accident, or permanently due to disability, age, or other mobility issues. Participants may reside in private homes or assisted care facilities.

Homebound services are provided at no additional cost to anyone with a valid Lake Forest Library card in good standing. Caregivers to a person requiring continuous care are also eligible for the service.

Materials will be delivered to and picked up from a participant's residence on an agreed upon schedule. Participants will be charged with the replacement cost for materials that are lost or damaged while in their care.

Patrons who request Homebound Service must agree to allow the Library to maintain a Reading History Log for the sole purpose of avoiding duplication of materials and circulation. The Reading History Log will only be used for internal purposes and will not be made public. The Reading History Log will be destroyed at the conclusion of the patron's participation in the service.

The Library representative may choose not to enter a home, leave a home immediately, and/or recommend suspension of Homebound Service if any of the following conditions exist:

- Pets are not confined (except for service animals trained to assist a disabled person).
- Any person in the home presents threatening, obscene, or abusive language, gestures, or images.
- Any person in the home harasses the library representative.
- Any person in the home is engaging in illegal activity.
- Any person in the home exhibits signs of illness that may endanger the health of the library representative.
- Any library material currently in the possession of the homebound patron appears to be willfully defaced, mutilated, or damaged while in the custody of the homebound person
- The conditions of the home and/or property are unsafe or unsanitary.

The Lake Forest Library has the right to terminate this service to any individual who does not meet the terms and requirement as defined above.

Adopted by the Library Board _____.

Collection Management Policy

Lake Forest Library endorses the American Library Association's Bill of Rights, Freedom to Read Statement, and Freedom to View Statement, which protect the right of persons to free and convenient access to information and ideas, even when the content may be controversial or unacceptable to others.

The Library's collection is thoughtfully curated. The Library strives, within the limitations of budget and space, to provide a wide range of materials in a variety of formats which meet the educational, informational, cultural, recreational, and accessibility needs of the community. Reasonable efforts will be made to build balanced collections without favor given to specific causes or viewpoints. Each item considered for acquisition is judged individually according to its intrinsic merit, the subject treated, user interest, and the collection needs.

When evaluating materials for purchasing, selectors seek to advance the Library's mission of *Inspiring lifelong learning, promoting the free and respectful exchange of ideas, and building community.*

Selection and Maintenance

A variety of factors influence the selection of library materials. These include accuracy of information, interest, authority, demand, value to the existing collection, timeliness, significance of the subject, format, and cost. After assessing these factors and studying professional review sources, material selectors add print, media, databases, resources, and technology to the Library's collection if community demand, space, and budget warrant the purchase.

Donated materials are evaluated for addition to the collection on the same criteria. Materials meeting the criteria may be added to the collection; items not added to the collection are considered deselected (weeded) items.

The Library does not collect textbooks, workbooks, highly specialized or technical materials, or materials designed for one user/home use only. No attempt will be made to supply the textbooks used in K-12 schools, colleges, and universities, although no materials will be excluded simply because they are used as textbooks or assigned reading.

From time to time, the Director, in consultation with staff, will determine that a new format is needed. These new formats will be added based on patron need, availability, ease of upkeep, and general community interest.

To maintain a current and viable collection, ongoing maintenance is necessary to ensure the collections are maintained in good condition with relevant and up-to-date information. Withdrawal of items is done continuously, and selectors are expected to review their assigned areas of the collection every two years. Lake Forest Library adheres to the widely adopted standard *CREW: A Weeding Manual for Modern Libraries*. Deselected (weeded) items may be

given to the Friends of Lake Forest Library, donated to other libraries, educational, or non-profit organizations, or discarded.

Interlibrary Loan

Interlibrary loan is a resource sharing process by which a library requests material from, or supplies materials to, another library. The Library is fully committed to resource sharing and strives to be a responsible interlibrary loan borrower and lender. The Library affirms that interlibrary loan is an adjunct to, not a substitute for, the Library's collection. (*See Reference Services Policy.*)

Request for Reconsideration

The Library does not endorse the opinions contained in its materials. Patrons are free to enjoy, dislike, or ignore any item in the collection. However, no one is free to restrict another's use of library materials. A request to remove library materials creates legal and ethical questions for both the Library and the community. Consequently, this issue is taken very seriously by the Library. To initiate a request, a Request for Reconsideration form should be filled out completely and given to the Director. The Director will appoint a committee to review the challenged material and prepare a written report. Until a decision is reached by the Director, the item in question will remain available. Patrons who do not accept the Director's decision may appeal to the Board of Trustees. The reconsideration process will be completed in a reasonable amount of time. Staff is available to assist in preparation of the required form.

Request for Reconsideration Form

Material (select one below):

Select: Book Audiobook Film/Video Periodical Other

Title: _____

Author: _____

Publisher: _____

Date of Publication/production: _____

Request initiated by: _____

Address: _____

City: _____ State _____ Zip _____ Telephone _____

Do you represent (please select one):

Yourself

An organization (name) _____

____ Another group (name) _____

To what in the work do you object? (Please be specific. Cite pages.)

Did you read/listen to/or view the entire work? _____ Yes _____ No

If not, why not? _____

What parts did you read or view? _____

What do you feel might be the result of reading/listening to/viewing this work?

For what age group would you recommend this work? _____

What do you believe is the theme of this work? _____

Has your read, listened to, or viewed a review of this item? Please list the sources or review that agree with your opinion. _____

What item of value would you recommend that would convey a similar perspective/theme of the subject matter in the work? _____

Please review the attached library Bill of Rights, Freedom to Read Statement, and Freedom to View Statement. The Library supports the principles set forth in these documents. Do you feel your request conflicts with these principles? If not, why not?

What would you like the Library to do about this work? _____

Signature _____

Date _____

Approved _____. Incorporating and replacing the following policies: Children, Materials Selection Policy, and Young Adult.

REPLACING CURRENT POLICIES

Children

The Library's objective in selecting materials for children is to make available a collection that satisfies the informational, recreational, and cultural needs from pre-school age to the age of fourteen. Materials are included which meet the general demands of most children, along with books whose special qualities make them valuable to children with special needs, talents, problems, or interests. Criteria for selection include literary and artistic worth, suitability of content and vocabulary to the age of the readers, and the contribution to the balance of the total collection. (Approved February 23, 1981.)

Young Adults

The Library realizes that young adults have special needs trying to adjust to the varied social, emotional, and physical changes in themselves, their peers, and their world. Materials purchased for the Young Adult Collection are chosen to help them meet these needs, find self-realization, and understand the world at large.

Materials Selection Policy

The Board of Trustees of Lake Forest Library endorses the Freedom to Read Statement, the Labeling Materials Statement, and the Library Bill of Rights of the American Library Association. Copies of each are attached as an appendix to this Materials Selection policy.

Both book and non-book materials will be selected for interest, information, and enlightenment for all members of the community. Attempt will be made to provide materials on controversial issues in an objective way. Consideration is given to the merit of each item, the needs of the community, and the library's existing collections, budgets, space, and services. Selectors will consider library resources in the area and shall not needlessly duplicate materials.

Materials selected should meet standards of factual accuracy, significance, and responsibility of the author's opinion. Each item considered for acquisition is judged individually according to its intrinsic merit, the subject treated, user interest, and the need for it in the organized collection. Standard library selection aids and other appropriate sources such as book reviewing journals and basic bibliographies are used. Selectors are qualified staff, with the final responsibility resting with the Administrative Librarian.

The Library recognizes that some materials are controversial and that any given item may offend some patrons. Without anticipating approval or disapproval, selections will be made solely on the merits of the work in relation to building the collection and to serving the interests of borrowers. In the event of a formal complaint, the complainant is invited to fill out a "Request for Reconsideration of Library Materials Form." Upon receipt, the Librarian will make a written response to it. The Library Board, at the request of the Administrative Librarian, will review written complaints concerning a specific title. Responsibility for the materials used by minors' rests with their parents and legal guardians.

The Library takes into consideration requests from the Library's patrons but does not necessarily add an item because of the pressure of popular demand. The best-seller status of a particular title is not necessarily a criterion for library purchase.

Selection of materials for discard shall be considered part of the selection and evaluation process. To maintain an up-to-date, useful collection, worn and obsolete materials (except for historical and reference purposes) are continuously weeded.

Curriculum materials are the responsibility of the school systems. The Lake Forest Library will supplement the school libraries but will not assume the responsibilities that rightfully belong to the schools. No attempt will be made to supply the textbooks used in the schools and colleges in this area, although no books will be excluded simply because they are textbooks.

Technology Report

- **Fiber Update** – The Library has continued to work with our managed services provider, OSG, address our internet connectivity issues. We experience slow down due to the shared connection and our current connectivity is not sufficient to support the Library’s virtual programming, Wi-Fi and desktop traffic needs, and desire to implement self-checkout options.
- OSG is assisting in researching costs and implementation and contract issues.
- Research on the issues indicates that a fiber connection would address our current issues, allowing for increased innovation regarding library services, productivity, and overall operations management. Some examples include:
 - **Speed** – The Library currently has a shared internet connection of 200mbps download speeds and 15mbps upload speeds. A fiber connection would be 100mbps download speeds and 100mbps upload speeds. Although the download speed would decrease, it is a guaranteed connection and does not depend on others accessing the circuit, increasing reliability. The increased upload speed would allow for better staff and patron experiences when hosting virtual programming, participating in conferencing, and supporting Wi-Fi and desktop usage and the implementation of self-checkout options.
 - **RFID** – Although the library is still exploring RFID service providers and costs, a fiber connection serves as a foundational component for this system to work efficiently and effectively. RFID will also allow more options at the West train station and reliable self-checkout options that will better serve our patrons.
 - **Phone System** – The current phone system is separate and apart from the current cable internet, primarily due to the unreliable nature of our current shared internet situation. Additionally, the current headsets are aging and do not communicate with the Office 365 structure used by the Library. Introducing fiber will allow for implementation of the Microsoft Phone System, which is fully integrated with Office 365 and Microsoft Teams. Additionally, integrating this system will free up data ports for better networking of printers and other devices.
- **Library App Update** – The library is continuing to explore options surrounding a library app that would streamline the user experience engaging with our catalogue.
 - **Innovative Mobile** – CCS is working with Innovative, which supplies the Library’s library management system. We are awaiting costs and implementation schedules.
 - **Communico** – The Engage platform is used by some libraries, including some in the consortium. The Library is also evaluating this option and has reached out to other libraries through CCS and OSG.

Library Director Report

January 12, 2021

Services

On Monday, November 23, the Library re-started the lobby pick-up service. The lobby hours are Monday through Friday, 11:00 am – 6:00 pm; and Saturday 10:00 am – 5:00 pm. Holds and requests are selected and processed for pick-up in the lobby. Most holds are processed the day placed by the patron. Grab&Go kits in support of children and teen programming are also distributed through the lobby.

Holds may be placed online or via phone. In addition, patrons can note their preferences using the online *Grab & Go Care Kit* service. Patrons then have the option of having a librarian create a personalized reading/viewing list or having the materials pulled and processed for lobby pick up. The Library continues the 30-minute tech help sessions by phone and email. Remote printing (and copying) is available for patrons. We are managing staff through a combination of on-site and remote work options to minimize the number of persons in contact with each other and to create pods in the event that one staff member becomes ill.

We anticipate that we will start to allow patrons to come in for browsing once the year-end holiday COVID spike evens out and Region 9 moves back from the Tier 3 Mitigations level.

Gifts

The Library received the following gifts during the month of December:

- The Dick Family Foundation, \$3,000 for book club initiatives
- Benjamin Bartram, \$200
- Mary F. Grumhaus and David D. Grumhaus Fund, \$200
- Leda Levin, \$25
- Lisa Burton Radzely, \$118
- Barbara B. Reidy, \$75

Total gifts received to date this year is: \$33,407. This does not include gifts received by the Friends of Lake Forest Library or The Lake Forest Library Foundation.

Library Journal Three-Star Award



The Library is excited to announce that *Library Journal* awarded [Lake Forest Library a three-star designation](https://www.lakeforestlibrary.org/press-release/2020-star-libraries)! This year, 5,608 U.S. public libraries qualified to be rated, resulting in 262 Star Libraries, each receiving three-Star, four-Star, or five-Star designations. See Library's press release at: <https://www.lakeforestlibrary.org/press-release/2020-star-libraries>. Lake Forest Library has a long history of earning the Star Library designation, achieving the ranking in eight of the last nine years.

Presidential Service Award Certification. The Library is pleased to announce that it became a certifying organization to distribute the Presidential Service Award to volunteers who complete outstanding service over the course of a year. Emmy Neal, YA Librarian, undertook this action for the Library. Teens provide volunteer service hours for projects and by serving on the Teen Advisory Board. As a certifying organization, we can certify the service hours meet the number and type required and award the certificates and pins to our volunteers. It is a nice way to help out our Teens with their college applications.

Selected Performance Measures

Although maintaining, the Library’s performance numbers reflect the change in service in late November. Although overall collection use was down 9% in November 2020 as compared to November 2019, collection use does continue to improve:

	May	June	July	August	September	October	November
Compared to same month last year	(70%)	(81%)	(61%)	(25%)	(15%)	(10%)	(9%)

Overall, positive circulation use is driven by a 30% increase in the e-Media resources. The use of the streaming/borrowing platforms Freegal, Hoopla, 3M Cloud Library, RB Digital, OverDrive (Libby), and Kanopy continues to outpace last year’s usage.

	May	June	July	August	September	October	November
Compared to same month last year	+81%	+64%	+42%	+39%	+31%	+34%	+30%

Usage indicates a sustained and increased interest in the e-resource collection. The effect of the coming merger of RB Digital (e-magazines) and OverDrive is unknown. The Library continues to purchase “advantage” titles (*i.e.*, those titles available only to Lake Forest Library cardholders to shorten hold lists for Lake Forest residents). The chart notes change in usage as compared to the same month last year.

	May	June	July	August	September	October	November
Hoopla	+81%	+102%	+34%	+16%	+18%	-10%	+29%
3M Cloud	+53%	0%	-13%	+22%	-33%	-13%	-9%
OverDrive	+79%	+70%	+58%	+54%	+47%	+53%	+50%
RBDigital	+26%	+35%	+44%	+21%	+40%	+44%	+26%
Kanopy	+368%	+115%	+27%	+50%	+44%	-12%	-14%

Use of the DVD2GO media bank in the West Train Station continues to decline. 35 movies were borrowed from the DVD2GO in November. This chart shows usage of the DVD2GO since it was put into service in 2012. Note the DVD2GO was offline April through mid-July due to COVID.

Fiscal Year	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
May	n/a	574	272	292	431	362	359	252	232	189	0
June	n/a	118	243	394	451	366	260	293	245	177	0
July	n/a	122	269	599	370	294	257	228	207	156	28
August	n/a	550	526	546	368	254	197	202	211	110	126
September	n/a	559	544	427	268	205	261	193	211	126	88
October	n/a	428	500	375	332	207	185	192	203	168	65
November	n/a	470	578	545	303	216	181	216	177	153	35
December	n/a	553	491	437	437	275	230	165	304	172	
January	n/a	532	649	528	361	293	300	221	254	218	
February	n/a	537	444	368	244	282	274	199	149	185	
March	n/a	578	352	413	328	346	273	304	265	93	
April	399	657	385	399	323	390	277	256	239	0	
Total	399	5678	5253	5323	4216	3490	3054	2721	2697	1747	307

In November the use of the Library’s database collection was up as compared to last year, reporting 6,843 uses as compared to 5,088 last November. ValueLine, ProQuest Ancestry, and World Book Encyclopedia were the three most used databases, each having over 1,000 uses. The Library is currently evaluating database renewals and will be discontinuing those databases that are no longer being used by the public.

In November, Reference and RA assists from all the departments totaled 1,419. Services are delivered via chat, email, in person, and through social media platforms. Homebound and outreach activities are on-going.

All Library programs remain virtual and we find that there is continued enthusiasm for evening programs. We anticipate continued interest as the weather turns and it is easier to log in for an interesting program than venturing out in the cold and dark. There is tremendous variety in the programs, from online science projects, storytimes, and coding clubs to book clubs, history lectures, and author interviews on critical and important topics. The Children’s Library and YA department prepare and give out Grab&Go kits that support participation in online virtual programs. Circulating tech options are being added to support those families that want to participate in the technology classes. Attendance and viewing of the Library’s programs remain strong, as well as social media shares and comments.

	April	May	June	July	August	September	October	November
Programs Offered	30	45	46	39	35	46	54	44
Views, Attendance	4840	5449	5163	7137	3153	1836	2002	1620

Program Highlights

Adult Services reports that the Library's patrons are getting "more comfortable" with virtual programs. More than 80 patrons attended the December 19 *Mid-Century Christmas*, a nostalgic program combining pop culture with contemporary history. The Great Books Discussion Group and other library hosted books groups are also well attended. During December, the Children's Library created 15 different grab & go art kits for children to complete at home. Over 430 children completed one of the kits. The teen programs are getting great patron feedback this month on the phone and via email. Both Dungeons and Dragons campaigns are full of eager adventurers and we have had requests to add more Virtual Game Nights to our calendar next quarter. The all-ages winter reading program, Bundle-Up Bingo, this year's Winter Reading Challenge, started on December 19 and will run through February.



The Teen Department has begun a Diversity Audit of the YA collection, an extension of the Library's inclusion efforts. The audit, which is being conducted with the help of teen volunteers from Lake Forest High School and Lake Forest Academy, is attempting to generate an accurate appraisal of diverse voices in the Teen Space to see if the collection aligns with our collection development goals. Currently, the audit is accounting for Race, Gender, Orientation, and Disability to create a baseline assessment that future audits can build on. There are several eager volunteers hard at work.

Friends of the Library

The Friends of the Library participated in the Community Pop-up Store at the east train station. The donations they accepted at the pop-up shop on December 22 are being stored in the Library's parking lot pod while they complete a quarantine period. The Library provided the Friends with a mid-year report on the FY2021 grant. The Library submitted a FY2022 grant request for \$42,000 to support programming and other specialty projects that has not been funded as of this date.

Library Capital Improvement Project

The Library met with City Administration and The Hodge Group regarding the current status of the project, possible financing strategies, and other related matters. The Library's Capital Improvement Project website pages continue to see good traffic. There are multiple opportunities to leave comments and sign-up for more information and/or participate in community engagement opportunities (<https://www.lakeforestlibrary.org/imagine>). In November and December, the page had over 600 and 249 visitors, respectively. Visitor comments are included in the Board correspondence.

Administration and Operations

- *New Hire.* The Library has hired Alex Cuadrado as our new part-time facilities assistant to replace Tony Robinson who left in November for a full-time job. Alex currently works full-time at a neighboring library and will pick up night and weekend shifts.
- *Personnel processes.* At the request of the Library, members of the City HR department met with us and discussed aligning and simplifying aspects of the Library's personnel processes. We made a lot of progress in this area in 2018 when BS&A was implemented, but it is an on-going effort to streamline the Library's personnel processes. For example, there are 9 different categories for part-time vacation accruals. The FY2022 revised employee handbook/manual will reflect this work.
- *Impact of Covid.* Although the Library has had several staff out due to mandatory COVID quarantine, all the exposures have occurred outside the Library and did not impact on other staff members.
- *All Staff Meetings.* Starting on Thursday, January 14, we are returning to having virtual bi-weekly all staff meetings on TEAMS to help staff stay connected and aware of service changes.
- *Tech Competency Requirements.* A new year starts off a new round of technology training for the Library staff. This year classes will be offered on Office 365 and its features: OneDrive, SharePoint, Microsoft Teams, OneNote & ToDo, Sway, Forms, and Planner. In addition, classes on Canva Graphic Design, Photoshop, WordPress, and developing web content will be offered. All classes are virtual and taught by Library staff. Some classes are required and others optional.

January 21 Board Workshop

At the January 21 workshop, the Board will discuss the 2021-2023 Strategic Plan and the Library will introduce potential technology upgrades and west side service support. The draft strategic plan is attached to provide the Trustees with time to review it prior to the workshop. The meeting will be held on TEAMS and start at 6:00 p.m. An agenda and related materials will be posted and distributed closer to the date.

2021-2023 Strategic Plan Objectives

The Lake Forest Library is a visible and vibrant presence in the Lake Forest Community. Our community role is to encourage life-long learning, civic conversations and engagement, equity, diversity, inclusion, and cultural awareness. With our outstanding resources, services, and programs we seek to create a safe and inviting environment for all Lake Forest residents to engage with each other and find inspiration in their own lifelong learning. The Library staff strives to provide a welcoming and fully-accessible community space for exploration, learning, and engagement whether you seek information to improve your skills, explore a new passion, learn more about the world, participate in a reading program, or attend an event. In all that we do, we practice fiscally responsible stewardship of the Library and community's resources.

[Insert Photo with caption: The Library is your connection to knowledge and discovery.]

In 2017 the Library engaged the Lake Forest Community in a Community Needs Assessment and Survey, distilling its results to develop the 2017-2019 Strategic Plan. Since its adoption, the 2017-2019 Strategic Plan's four goals have guided the work of the Library.

This 2021-2023 Strategic Plan builds on the important work and goals in the previous Strategic Plan. While there are many documented achievements and successes, some important initiatives are still ongoing. Using continuing feedback from the Lake Forest Community and the open initiatives and projects, the Library Board and staff developed new objectives to guide the Library's work through 2023, the anticipated completion date of the Library Capital Improvement Project.

Enhance the user experience

The Library is a vibrant and responsive learning center that provides high quality services, deep collections, outstanding programs from storytime to cultural programming, and the latest tools and technology for school and life success.

Since its founding in 1898, Lake Forest Library has played a vital role in enriching the lives of Lake Forest Residents by continually evolving to meet the changing needs of the community. In today's world, Lake Foresters are increasingly able to individualize experiences based on interest, need, and convenience. The Library seeks to respond to patron expectations of personalized and inclusive service by delivering innovative services, resources, and programs.

- Foster a staff culture that appreciates and understands concierge level customer service, focusing on "getting to yes."
- Ensure collections, information, technology, and programs serve diverse populations by promoting accessibility, equity, and creating an inclusive environment for users of all ages, abilities, and backgrounds.
- Serve as a trusted, safe space for diverse groups to meet and facilitate coming together for information, networking, and shared meaning making.

- Investigate and adopt technological solutions to automate and streamline workflows, with the goal of improving processes, service delivery, reducing costs, and redirecting staff time to higher level patron services.
- Expand the community's collective experience by offering unique services and opportunities for discussion around challenging topics.
- Support additional educational opportunities to develop library staff to expand their roles and responsibilities, enabling the Library to continue to evolve new services and resources.
- Support and grow a culture of innovation and assessment:
 - Develop a performance assessment tool and system of metrics for library programs, services, and resources.
 - Develop educational resources for staff on using performance assessment tools.
 - Regularly involve library staff in developing and responding to performance metrics.
 - Report annually to Library Board on assessment objectives and results.

[Insert Photo with caption: Create/design/personalize your library.]

Ensure access for all Lake Forest Residents to Library Resources

The Library strives to meet and exceed the information, resource, and technology needs of Lake Forest residents. To do so, the Library works to ensure that its services, print and other physical resources are accessible and inclusive. The Library increasingly plays a vital role in providing access to technologies that make important learning resources available inside and outside the Library's physical space. In doing so, the Library seeks to ensure all ages have access to and understand emerging technology and digital learning opportunities.

- Evaluate and upgrade support for computer systems and wireless networks to keep pace with user demand to ensure adequate speed and bandwidth.
- Meet user expectations of convenient and intuitive access to library resources, including databases and website.
- Develop programs, including classes, that educate users on the role of technology in our everyday lives (responsible digital citizens/informed content consumers and creators).
- Evaluate and appropriately invest in digital collections.
- Strengthen our business community by actively listening, soliciting ideas, and providing resources for entrepreneurs, small businesses, home office workers, remote workers, and job seekers.

[Insert Photo with caption: we solve your information and technology needs!]

Improve Library spaces to ensure accessibility and desired functionality

The Library is highly conscious of its important role in preserving the past, serving the present, and shaping the future. A 21st century institution that serves individuals of all ages and interests, the Library needs to improve its physical spaces to respond to community needs for exploration, collaboration, and creation.

- Continue work on the Capital Improvement Project with HGA, The Hodge Group, The Lake Forest Library Foundation, and Lake Forest City Administration to develop a fully accessible and welcoming facility that delivers on the spaces advocated for by the Lake Forest Community in the 2017 Community Needs Assessment and Survey.
- Continue work with The Hodge Group to develop an on-going culture of philanthropic support and an endowment for the Library.
- Install effective signage to encourage independent exploration of the collection, resources, and services.
- Provide access to print, technology, and audio-visual materials with flexible hours on the west side of Lake Forest.
- Develop engagement activities and programs for delivery on the west side of Lake Forest.
- Encourage collaboration for communication, work, and study of all ages by providing the space, tools, and technology that empower patrons to work collectively.
- Foster an environment of creativity, making, and self-expression through the delivery of maker spaces.

Establish the Library's role as a community connector.

The Library fosters a culture of culture of community collaboration and resource sharing. The Library wants to develop a more robust marketing effort to ensure all members of the Lake Forest Community are aware of its services, resources, programs, and interest in collaborating.

- Provide opportunities for social interaction and civic engagement.
- Develop a cross-department engagement team that (i) works to strengthen existing community relationships while pursuing new opportunities for community engagement and (ii) updates Library administration and the Library Board on its efforts.
- Conduct periodic surveys of the community to gather data, identify trends, determine needs, and realign services as needed.
- Develop a small network of Library Ambassadors in the Lake Forest digital community to share Library initiatives, programs, services, or resources in their circles.
- Build relationships with marketers and graphic designers at local organizations (History Center, Gorton Community Center, Chamber of Commerce, Elawa Farm, Dickenson Hall Senior Center, Ragdale Foundation, etc.) to identify cross-marketing opportunities and implement quality assurance when Library materials are displayed on partner channels.

- Proactively solicit feedback from community non-profit and civic organizations and underserved groups to determine how the Library can better meet their needs.
- Collaborate and partner with a wide variety of community schools, organizations, groups, and governmental entities to further weave the library's presence in the community.

[Insert Photo with caption: we connect Lake Forest]

Evolve and upgrade internal operations

During the implementation of the 2017-2020 Strategic Plan, the Library became aware of staffing needs that impact on its ability to provide outstanding service to the Lake Forest Community. To address these staffing needs, this additional goal is added to the 2020-2023 Strategic Plan.

- Strive for equity, diversity, and inclusion among Library staff.
- Create a model of cross training that strengthens basic Library functions and uninterrupted services while encouraging professional growth of individual staff.
- Engage in an organizational management review to determine the best organizational management structure for the Library and determine implementation schedule.
- Create a succession plan for Library administration.

[Insert Photo]